



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
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WILLIAM T FUJIOKA
Chief Executive Officer

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Fifth District

July 15, 2009

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich
[Signature]
From: William T Fujioka
Chief Executive Officer

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT GREGORY POLK TO THE POSITION OF ADMINISTRATIVE DEPUTY, HEALTH SERVICES

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests to appoint Gregory Polk to the position of Administrative Deputy, HS at an annual salary of \$199,801.32 (\$16,650.11/month), placing him slightly above the control point of this R18 position and reflecting a 23.0 percent increase over his current salary. We have reviewed the request and concur with the attached DHS request to appoint Mr. Polk.

As the Administrative Deputy, HS, Mr. Polk will report to the Chief Deputy Director, HS, who is also functioning as the Interim Director. In this capacity, Mr. Polk will oversee the department's operation and programs for Contracts and Grants, Capital Planning and Facilities Management, Human Resources, Materials Management and Procurement, Financial Services Management and Audit and Compliance. In addition, Mr. Polk will be responsible for coordinating the departmentwide administrative programs for developing, implementing and maintaining consistent policies and procedures, performing special studies as assigned by the Chief Deputy Director, provide staff support for the department's management team and will act as the Chief Deputy Director in assigned areas during his absence.

"To Enrich Lives Through Effective And Caring Service"

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DHS indicates, Mr. Polk has over 15 years of various Los Angeles County experience and a copy of his resume and additional information from DHS is attached. Accordingly, the salary placement for Mr. Polk slightly above the control point of this R18 position is consistent with the level of experience and knowledge that he brings to this position.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by July 24, 2009, we will advise DHS that authorization has been granted to proceed with Mr. Polk's appointment to Administrative Deputy, HS at an annual salary of \$199,801.32 effective July 27, 2009.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Dara Lark of this Office at (213) 974-2396 or dlark@ceo.lacounty.gov.

WTF:SRH:SAS
MLM:DL:yb

Attachments

c: Executive Officer, Board of Supervisors
Interim Director, Department of Health Services
Acting Director of Personnel

071509_HMHS_MBS_GPolk

NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Gregory Polk

Employee No.:

(Check one)

NEW HIRE

PROMOTION: ☒

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position:

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

This position reports to the Chief Deputy Director, HS, who is also functioning as the Interim Director.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Administrative Deputy, Health Services directs the administrative operations for Contracts and Grants, Capital Planning and Facility Management, Human Resources, Materials Management and Procurement, Financial Services Management, and Audit and Compliance. The position directs, designs, implements and maintains a variety of administrative functional areas and programs to monitor and assure that management practices are consistent; identifies problem areas and consults with subordinate managers to develop solutions and enhancements to operations. In addition, role requires directing the cost and procedure studies of administrative services and operations and make changes to promote efficient production. The incumbent may also perform special studies as assigned by the Chief Deputy Director; provided staff support for the Department's management team and may act for the Chief Deputy Director during the latter's absence.

Specific duties include:

- Directs, designs, implements and maintains a variety of administrative functional areas and programs to monitor and assure that management practices throughout the Department are consistent; identifies problem areas and consults with the subordinate managers to develop solutions and enhancement to operations.
- Directs through subordinate managers the Department administrative operations and programs for Contract and Grants, Capital Planning and Facilities Management, Human Resources, Materials Management and Procurement, Financial Services Management and Audit & Compliance.
- Coordinates the Department-wide administrative programs for developing, implementing and maintaining consistent policies and procedures; organizes and leads Department-wide task forces regarding policy and/or procedural changes.
- Reviews and evaluates the effectiveness of policy and planning, including legislative development and analysis, within the Department and makes recommendations for enhancements where appropriate; monitors, evaluates and recommends methods for improving the efficiency of integrated services provided to stakeholders.
- Directs the planning, administration, development and evaluation of activities and highly complex contracting operations, capital planning and facilities management, human resources programs, procurement and supply distributions operations, fiscal operations, and audit and compliance functions.
- Directs cost and procedures studies of administrative services and operations and makes changes to promote efficient production. Directs the preparation of a variety of complex management analysis reports and correspondence, and recommends and implements new and revised policies and procedures based on study findings.
- Performs special studies as assigned by the Chief Deputy Director; provides staff support for the Department's Management Team; acts for the Chief Deputy Director in assigned areas during the latter's absence.
- Represents the Department to external agencies/internal County Departments; may speak at community, civic and business groups to advance the mission of the Department of Health Services.

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Mr. Polk has been selected as the most qualified candidate for the position of Administrative Deputy. He has worked with several County departments such as Child Support, Sheriff, District Attorney, Health Services, Mental Health and the Department of Public Social services in various budget and administrative capacities. This breadth and depth of other departmental functions will assist the Department of Health Services in similar capacities. The knowledge, skills, and abilities for contract management, fiscal & financial management, design & development of County agreements, program development, risk mitigation through various auditing methodologies and personnel operations lends itself to an ideal candidate who can lead the administrative areas of the Department as we go through Health Care Reform, the new 1115 Waiver and the American Reinvestment & Recovery Act 2009 implementation.

Due to the size and scope of the Department of Health Services, the second largest health system in the nation, the planning, administration, evaluation and implementation of best practices across four hospitals, two multi-service ambulatory health care centers, several comprehensive health centers & health centers, as well as a managed care program and an ambulatory care outpatient program will be an extreme challenge and will require a candidate that has several year's experience in managing administrative areas across program and service categories.

Mr. Polk has worked for the County of Los Angeles for the past 15 years and brings a wealth of experience to the department. Mr. Polk has a Master's degree in Public Administration and a Bachelor's degree in Business Administration. In addition, Mr. Polk's established business relationships with other County departments will assist him in the re-evaluation of current Health Services policies and procedures to develop solutions for the current budget deficit and the assessment of the impact for the administrative areas for the health programs and hospital facilities.

E. Provide the candidate's résumé or curriculum vitae :

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: Employee #: Title: Chief Financial Officer, HS

Base Monthly Salary: \$ 14,885.24 Base Annual Salary: \$ 178,622.88 PPP Schedule Range/Quartile: S16, Step 11

G. Identify management position above the position requested

Name: Employee #: Title: Chief Deputy Dir., Health Svcs. (UC)

Base Monthly Salary: \$ 23,220.45 Base Annual Salary: \$ 278,645.40

*Calculated Monthly Salary: \$ 25,774.70 Calculated Annual Salary: \$ 309,296.40 Salary Range/Quartile: R 24

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted:

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$12,302.64 Annual: \$147,631.68 Schedule/Step: S15, Step 7

CALCULATED MONTHLY SALARY: Month: \$13,532.90 Annual: \$162,394.80

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT BASE SALARY: 35.34 %

PERCENTAGE INCREASE OVER CURRENT CALCULATED SALARY: 23.03 %

PROPOSED SALARY: Monthly: \$16,650.11 Annually: \$ 199,801.32 Range, Quartile: R18

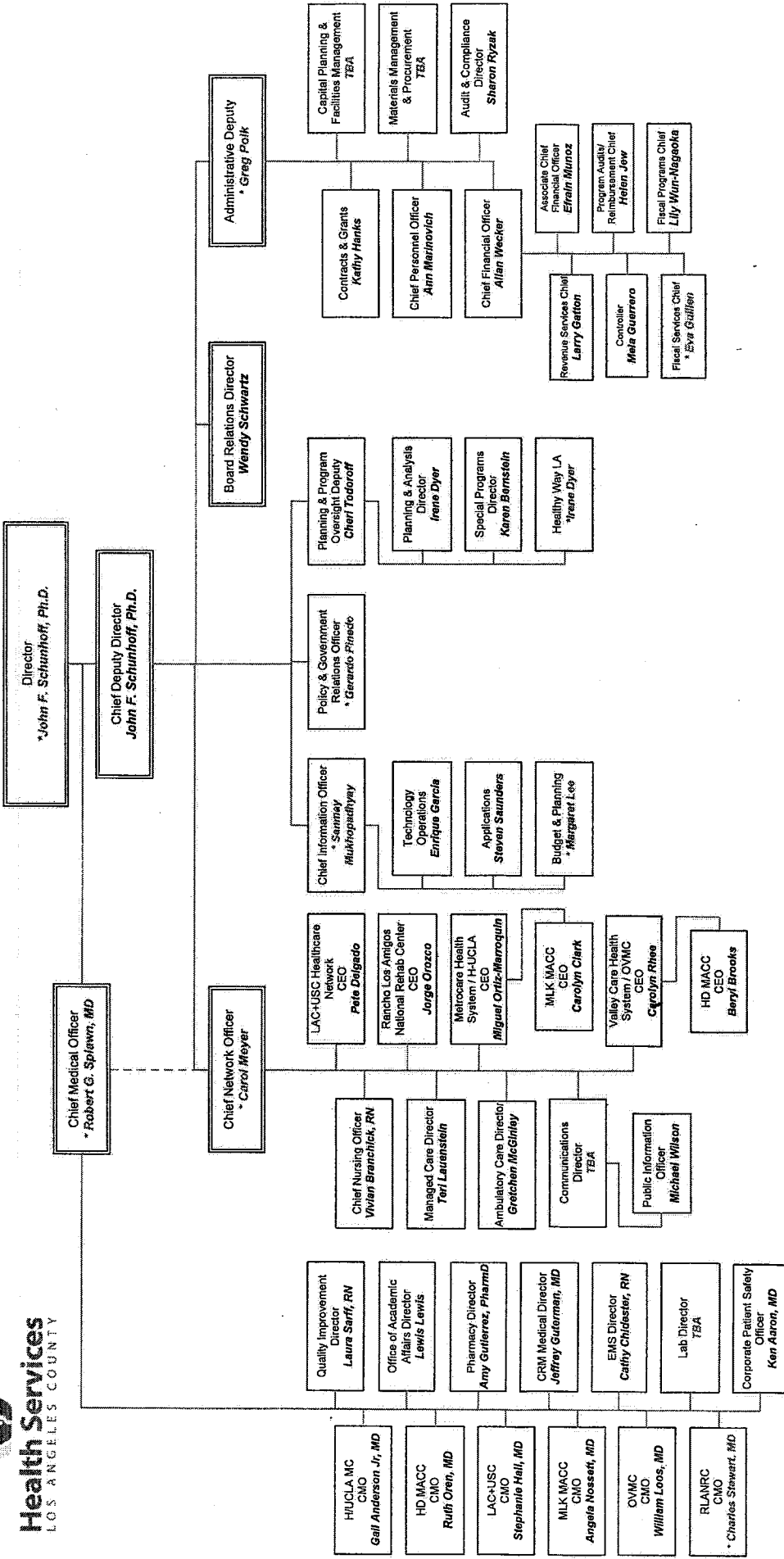
Reviewed listing of all internal equivalent positions within facility/program:

YES ☒ NO ☐

Verify that candidate is listed on the appropriate Certification List and is reachable:

This is an unclassified position, but the list of candidates were reviewed.

DEPARTMENT OF HEALTH SERVICES Organizational Chart



John F. Schunhoff 2-4-09
John F. Schunhoff, Ph.D.
Interim Director
Date

* Interim
* To Be Announced (TBA)

GREGORY C. POLK

OBJECTIVE Seeking the opportunity to utilize my managerial and public administration skills in a challenging, yet congenial atmosphere.

SUMMARY Offering several years of managerial experience in the County of Los Angeles. Graduate from an accredited four-year university with a Bachelor Degree in Business Administration and a Master's Degree in Public Administration. Possess the ability to thoroughly research and analyze budgetary and management issues and to propose creative solutions. Excellent analytical and organizational skills combined with effective interpersonal skills.

EDUCATION Master's of Science, Public Administration
Bachelors of Science, Business Administration

EXPERIENCE

INTERIM ADMINISTRATIVE DEPUTY

Health Services Administration

County of Los Angeles

January 2009 to Present

Responsibilities include: 1) Directs through subordinate managers the Department's administrative operations and programs for Contract and Grants, Capital Planning and Facilities Management, Human Resources, Materials Management and Procurement, Financial Services Management and Audit & Compliance. 2) Directs, designs, implements and maintain a variety of administrative functional areas and programs to monitor and assure that management practices are consistent: identifies problem areas and consults with the subordinate managers to develop solutions and enhancement to operations. 3) Coordinates the Department-wide administrative programs for developing, implementing and maintaining consistent policies and procedures: organizes and leads Department-wide task forces regarding policy and/or procedural changes. 4) Reviews and evaluates the effectiveness of policy and planning, including legislative development and analysis and makes recommendations for enhancements where appropriate monitors, evaluates and recommends methods of improving the efficiency of integrated services provided to stakeholders. 5) Performs special studies as assigned by the Chief Deputy Director, provides staff support for the Department's Management Team; may act for the Chief Deputy Director during the latter's absence. 6) Represents the Department to external agencies/Internal County Departments; may speak at community, civic and business groups to advance the mission of the Department of Health Services.

ASSISTANT DIVISION CHIEF, CAO

Chief Executive Office

County of Los Angeles

October 2005 to January 2009

Responsibilities included: 1) Directly supervising and monitoring seven analysts in the preparation of several County departments and districts for the Children and Families Well-Being Cluster. These departments included: Department of Public Social Services, Department of Children and Family Services, Department of Child Support Services, Department of Community and Senior Services, Department of Mental Health and the Homeless and Housing Program; annual budget for services and programs. 2) Analyzed, recommended, and implemented solutions for the optimal organizational management, new and revised policies, and ensured compliance with federal, State and County requirements in the areas of budget, capital projects, compensation, and other administrative areas; 3) Assisted departments in the development of departmental policies and procedures in the areas of personnel, compensation and budgetary problems; 4) Supervised staff in the preparation of Board assignments and reports for the Board of Supervisors on policies and procedures for their approval and implementation.

PRINCIPAL ANALYST, CAO

Chief Executive Office

County of Los Angeles

September 2001 to October 2005

Analyzed and made recommendations for the solution of problems of procedures, organization management and organizational policies, budget, capital projects, compensation, and other administrative areas. Assisted operating departments in the solution of operational, personnel, compensation, and budgetary problems. Directly responsible for various departmental budgets, including but, not limited to, the department of Health Services. Conducted studies of County departments, programs and other administrative areas and reported results to Los Angeles County Board of Supervisors.

SENIOR ANALYST, CAO

Chief Executive Office

County of Los Angeles

March 1998 to September 2001

Analyzed and made recommendations for the solution of problems of procedures, organization management and organizational policies, budget, capital projects, compensation, and other administrative areas. Assisted operating departments in the solution of operational, personnel, compensation, and budgetary problems. Directly responsible for various departmental budgets, including but, not limited to, the Treasurer Tax-Collector and Public Library. Conducted studies of County departments, programs and other administrative areas and reported results to Los Angeles County Board of Supervisors.

MANAGEMENT ANALYST, CAO

Chief Executive Office

County of Los Angeles

February 1995 to March 1998

Analyzed and made recommendations for the solution of problems of procedures, organization management and organizational policies, budget, capital projects, compensation, and other administrative areas. Assisted operating departments in the solution of operational, personnel, compensation, and budgetary problems. Directly responsible for various departmental budgets, including, but not limited to, the Treasurer Tax-Collector and Public Library. Conducted studies of County departments, programs and other administrative areas and reported results to Los Angeles County Board of Supervisors

DIRECTOR OF ADMINISTRATION

Law Office of the Alternate Defense Counsel (Currently Alternate Public Defender)

January 1988 to February 1995

Provided professional administrative support to 22 separate offices having 79 attorneys providing legal representation for indigent clients in criminal proceedings. Responsibilities included: Assisting Director in formulating and implementing administrative policies for the Department. Directed and controlled the preparation of the annual budget and participated in the presentation to the Chief Administrative Office. Directed and supervised a support staff consisting of 60 employees. Monitored and directed day-to-day operations of all management staff. Initiated and prepared various costs and administrative studies for presentation to the Board of Supervisors. Responsible for all in-house accounting functions as well as all financial reports. Administered and negotiated all retirement and benefit plans for the organization. Directed a variety of other management functions for the department including payroll, safety plans (CAL-OSHA), grant writing, human resources and facility acquisitions.